

Stakeholders	Characteristics / capacities	Interests / expectations	Implications for planning
Cooperative members (750)	<ul style="list-style-type: none"> Nearly 60% have an income below the national minimum wage Almost half the members are women but they are not represented in cooperative governance and management functions 30% of the members are below the age of 35. Lack of technical skills (e.g. cattle care, milk storage and processing) Limited awareness on obligations and rights Limited access to affordable credit and other financial services • Good quality of milk produced despite the limited conditions 	<ul style="list-style-type: none"> To improve their livelihoods To improve the quality and quantity of milk and dairy products See their requests and priorities taken into consideration by the management board and leaders • Women and youth want to be represented in the management and leadership functions of the cooperative 	<ul style="list-style-type: none"> Capacity-building needed, especially of women and young members Need to reduce the incidence of livestock diseases • Need for access to credit and micro-insurance schemes, especially by women and young members.
Youth in the district	<ul style="list-style-type: none"> Lack of entrepreneurial skills High unemployment Potential migrants to urban areas • Not particularly interested in agriculture 	<ul style="list-style-type: none"> Positive interest in new opportunities Want to get more skills • Interest in getting a job 	<ul style="list-style-type: none"> Capacity-building needed • Level of commitment highly related to employment opportunities
Tabacounda vocational training centre	<ul style="list-style-type: none"> Curricula not updated and not in line with local labour market needs • Good understanding of cooperative training needs 	<ul style="list-style-type: none"> Need more training and management skills • Interest in attracting more students 	<ul style="list-style-type: none"> Curricula need to be updated Capacities of teachers need to be reinforced • Improve their research techniques for a better understanding of local labour market

****Taken from the *ITC-ILO's project design manual: A STEP-BY-STEP TOOL, to Support the Development of COOPERATIVES and other Forms of SELF-HELP ORGANIZATIONS***

Cooperative leaders (president and elected board members) and staff	<ul style="list-style-type: none"> • Limited governance skills • Lack of management skills • Lack of entrepreneurial and business skills • Lack of motivation due to low salaries of staff and unpaid jobs for leaders • • Male-dominated 	<ul style="list-style-type: none"> • Positive interest in improving the cooperative's performance • • Positive interest in retaining young and female members for the future of the cooperative 	<ul style="list-style-type: none"> • Capacity-building needed • • Cooperative governance mechanisms and bodies need to be more inclusive
Microfinance institutions (MFIs)	<ul style="list-style-type: none"> • Female-dominated client base, few young people • Low revolving fund and lack of funds • Little diversification in financial services • • Crucial for development of income-generating activities 	<ul style="list-style-type: none"> • Positive interest in having new clients and offering new services • • Need support and resources 	<ul style="list-style-type: none"> • Access to credit should be included in the cooperative business plan • • Capacity-building of the (MFI) management needed
Local government	<ul style="list-style-type: none"> • Responsible for the development and maintenance of infrastructure such as feeder roads • Decentralized responsibilities in taxation, land ownership, land registry, education, consumer health and safety • Little interaction with enterprises , including the Hanassi cooperative • Legal framework does not provide for public-private investment projects involving local government, cooperatives and other enterprises • • Poor human and financial resources 	<ul style="list-style-type: none"> • Positive interest in improving the quality of life of the district population • Need to mobilise more funds in order to maintain and rehabilitate infrastructure • • Want to formulate a district development plan together with key stakeholders 	<ul style="list-style-type: none"> • Need to develop partnership with other development players to support the government in infrastructure rehabilitation • Stronger links among agricultural training and extension, crop production, access to credit, processing, marketing and insurance need to be promoted, institutionalized and regulated • • Capacity-building needed for public servants and decision-makers

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Ministry of Agriculture – local agricultural extension service	<ul style="list-style-type: none"> • Monopoly of service provision (veterinary services, etc.) • Incentive for knowledge-transfer to farmers is low • Lack of resources 	<ul style="list-style-type: none"> • Interest in improving agricultural production 	<ul style="list-style-type: none"> • Client responsiveness to be developed • Promote cooperation with other service providers • Move from direct service provision to enabling service provision by the cooperative union and Hanassi
Dairy plant	<ul style="list-style-type: none"> • Monopoly • Highly dependent on milk supply of the cooperative • Close to supply but far from clients • Obsolete equipment 	<ul style="list-style-type: none"> • Fear collective negotiation power of dairy farmers • Interest in improving milk quality at the cooperative site • Fear losing local market share if cooperative starts production of dairy products (butter, yoghurt, cheese) • Interested in modern equipment and joint ventures 	<ul style="list-style-type: none"> • Need to engage in dialogue on common interests • Need to explore joint ventures
Local supermarkets	<ul style="list-style-type: none"> • Sell imported milk cheaper • Good but expensive distribution chain • Low-income clients 	<ul style="list-style-type: none"> • They fear competition from the cooperative • Interest in increasing the purchasing power of potential clients 	<ul style="list-style-type: none"> • Need to engage in dialogue on win-win situation, for instance through differentiation of dairy products sold by the supermarket (fresh, local, “bio”, etc.), reliable supply and limited transportation costs
Cooperative dairy union	<ul style="list-style-type: none"> • Low service provision to Hanassi cooperative • Suffers from political influence 	<ul style="list-style-type: none"> • Interest in developing the cooperative dairy value chain (cooperation among cooperatives) • Interested in setting up cooperative insurance system. 	<ul style="list-style-type: none"> • Capacity-building needed to offer relevant, high quality and affordable services to member cooperatives
National confederation of cooperatives	<ul style="list-style-type: none"> • Limited influence on national policy making • Little interaction with dairy union 	<ul style="list-style-type: none"> • Interest in improving its members’ performance • Interest in taking part in policy dialogue at national level 	<ul style="list-style-type: none"> • Need to improve their services to members • Capacity-building needed for lobbying, advocacy and social dialogue

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